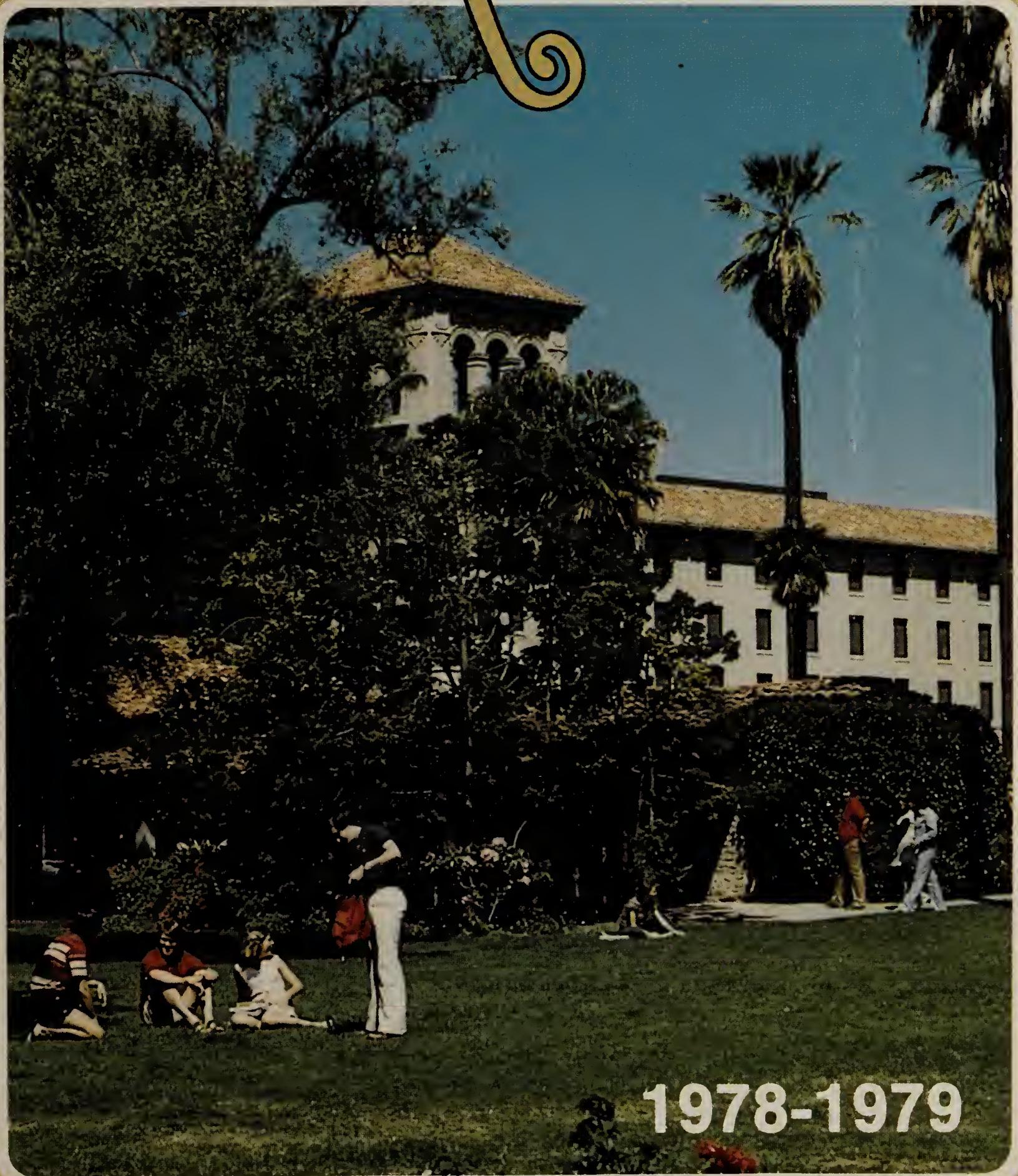


**GRADUATE SCHOOL OF
BUSINESS AND ADMINISTRATION**

THE UNIVERSITY OF

SANTA CLARA



1978-1979



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UNIVERSITY OF SANTA CLARA



GRADUATE SCHOOL OF BUSINESS AND ADMINISTRATION 1978-79

PUBLISHED BY THE UNIVERSITY OF SANTA CLARA
SANTA CLARA, CALIFORNIA 95053



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UNIVERSITY OF SANTA CLARA GRADUATE SCHOOL OF BUSINESS CALENDAR 1978-1979

Fall Quarter 1978-79

| | | |
|----------------|------------------------|--|
| September 4 | Monday..... | Labor Day, Administrative Holiday |
| September 12 | Tuesday | M.B.A. Registration |
| September 14 | Thursday..... | Instruction Begins |
| September 19 | Tuesday | Last day for late registration and the adding of courses |
| October 2 | Monday..... | Last day to petition for graduate degrees to be conferred December 1978 and March 1979 |
| October 5 | Thursday | Last day to withdraw from courses with partial refund |
| October 27 | Friday..... | Last day to file petitions for January Ph.D. screening examinations |
| November 13 | Monday..... | Last day to withdraw from courses |
| November 23-24 | Thursday-Friday..... | Thanksgiving Recess, academic and administrative holidays |
| November 27 | Monday..... | Classes resume |
| November 28-29 | Tuesday-Thursday | Fall Quarter examinations |
| November 30 | | |
| December 1- | Thursday-Tuesday | Christmas Recess |
| January 2 | Friday..... | Fall Quarter grades due 5:00 P.M. |
| December 1 | Monday-Tuesday | Christmas, administrative holiday |
| December 25-26 | | |

Winter Quarter 1978-79

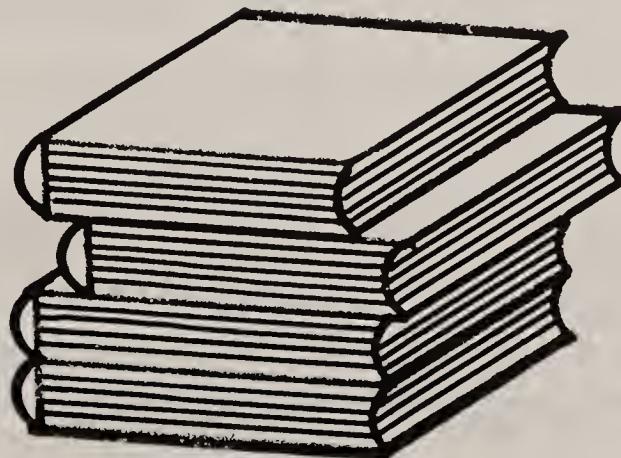
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|-------------|------------------------|---|
| December 28 | Thursday..... | M.B.A. Registration |
| January 1-2 | Monday-Tuesday | New Years, administrative holiday |
| January 3 | Wednesday | Instruction begins |
| January 4 | Thursday..... | Last day for late registration and adding of courses |
| January 11 | Thursday..... | Last day for fulfilling language requirements for the Ph.D. degree |
| January 15 | Monday..... | Commemoration of Martin Luther King's Birthday |
| January 15 | Monday | Last day to petition for graduate degrees to be conferred in June 1979 |
| January 23 | Tuesday | Last day to withdraw from courses with partial refund |
| January 19 | Friday..... | Winter Ph.D. screening examinations |
| February 19 | Monday..... | Washington's Birthday, academic and administrative holiday |
| February 27 | Tuesday..... | Last day to withdraw from courses |
| March 12-14 | Monday-Wednesday | Winter Quarter examinations |
| March 16 | Friday..... | Winter Quarter grades due 9:00 A.M. |

Spring Quarter 1978-79

| | | |
|-----------|-------------------------------|---|
| March 20 | Tuesday..... | M.B.A. Registration |
| March 26 | Monday..... | Instruction begins |
| March 28 | Wednesday..... | Last day for late registration and the adding of courses |
| April 5 | Thursday..... | Last day for filing with the graduate committee final draft on theses for graduate degrees to be conferred June 1979 |
| April 12 | Thursday..... | Last day to withdraw with partial refund |
| April 12 | Thursday..... | Last day to file petition for Ph.D. screening examinations |
| April 13 | Friday..... | Good Friday, academic and administrative holiday |
| May 7 | Monday..... | Last day to withdraw from courses |
| May 28 | Monday..... | Memorial Day, academic and administrative holiday |
| May 30-31 | | |
| June 1 | Wednesday-Thursday-Friday.... | Spring Quarter examinations |
| June 4 | Monday..... | Spring Quarter grades due 9:00 A.M. |
| June 10 | Saturday | 127th Commencement |

Summer Session 1978-79

| | | |
|------------|----------------------|---|
| June 8 | Friday..... | M.B.A. Registration |
| June 11 | Monday..... | Instruction begins |
| June 13 | Wednesday..... | Last day for late registration and the adding of classes |
| June 15 | Friday..... | Ph.D. Screening Examinations |
| June 15 | Friday..... | Last day to petition for graduate degrees to be conferred in August, 1979 |
| June 29 | Friday..... | Last day to withdraw from courses with partial refund |
| July 4 | Wednesday..... | Independence Day, academic and administrative holiday |
| July 20 | Friday..... | Last day to withdraw from classes |
| August 2-3 | Thursday-Friday..... | Summer Session examinations |
| August 6 | Monday..... | Summer Session grades due 9:00 A.M. |



1978

| JANUARY | | | | | | | FEBRUARY | | | | | | | MARCH | | | | | | | APRIL | | | | | | |
|-----------|----|----|----|----|----|----|----------|----|----|----|----|----|----|----------|----|----|----|----|----|----|----------|----|----|----|----|----|----|
| S | M | T | W | T | F | S | S | M | T | W | T | F | S | S | M | T | W | T | F | S | S | M | T | W | T | F | S |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | | 1 | 2 | 3 | 4 | | | 1 | 2 | 3 | 4 | | | | 1 | | | | | | |
| 8 | 9 | 10 | 11 | 12 | 13 | 14 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |
| 15 | 16 | 17 | 18 | 19 | 20 | 21 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 9 | 10 | 11 | 12 | 13 | 14 | 15 |
| 22 | 23 | 24 | 25 | 26 | 27 | 28 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 16 | 17 | 18 | 19 | 20 | 21 | 22 |
| 29 | 30 | 31 | | | | | 26 | 27 | 28 | | | | | 26 | 27 | 28 | 29 | 30 | 31 | | 23 | 24 | 25 | 26 | 27 | 28 | 29 |
| MAY | | | | | | | JUNE | | | | | | | JULY | | | | | | | AUGUST | | | | | | |
| 1 | 2 | 3 | 4 | 5 | 6 | | | 1 | 2 | 3 | | | | 1 | | | | | | | 1 | 2 | 3 | 4 | 5 | | |
| 7 | 8 | 9 | 10 | 11 | 12 | 13 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| 14 | 15 | 16 | 17 | 18 | 19 | 20 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 13 | 14 | 15 | 16 | 17 | 18 | 19 |
| 21 | 22 | 23 | 24 | 25 | 26 | 27 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 20 | 21 | 22 | 23 | 24 | 25 | 26 |
| 28 | 29 | 30 | 31 | | | | 25 | 26 | 27 | 28 | 29 | 30 | | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 27 | 28 | 29 | 30 | 31 | | |
| SEPTEMBER | | | | | | | OCTOBER | | | | | | | NOVEMBER | | | | | | | DECEMBER | | | | | | |
| | 1 | 2 | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | | | | 1 | 2 | 3 | 4 | | | | 1 | 2 | | | | | |
| 3 | 4 | 5 | 6 | 7 | 8 | 9 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| 10 | 11 | 12 | 13 | 14 | 15 | 16 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 10 | 11 | 12 | 13 | 14 | 15 | 16 |
| 17 | 18 | 19 | 20 | 21 | 22 | 23 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 17 | 18 | 19 | 20 | 21 | 22 | 23 |
| 24 | 25 | 26 | 27 | 28 | 29 | 30 | 29 | 30 | 31 | | | | | 26 | 27 | 28 | 29 | 30 | | | 24 | 25 | 26 | 27 | 28 | 29 | 30 |

1979

| JANUARY | | | | | | | FEBRUARY | | | | | | | MARCH | | | | | | | APRIL | | | | | | | |
|-----------|----|----|----|----|----|----|----------|----|----|----|----|----|----|----------|----|----|----|----|----|----|----------|----|----|----|----|----|----|--|
| S | M | T | W | T | F | S | S | M | T | W | T | F | S | S | M | T | W | T | F | S | S | M | T | W | T | F | S | |
| 1 | 2 | 3 | 4 | 5 | 6 | | | 1 | 2 | 3 | | | | 1 | 2 | 3 | 4 | | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| 7 | 8 | 9 | 10 | 11 | 12 | 13 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | |
| 14 | 15 | 16 | 17 | 18 | 19 | 20 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | |
| 21 | 22 | 23 | 24 | 25 | 26 | 27 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | |
| 28 | 29 | 30 | 31 | | | | 25 | 26 | 27 | 28 | | | | 25 | 26 | 27 | 28 | 29 | 30 | 31 | | 29 | 30 | | | | | |
| MAY | | | | | | | JUNE | | | | | | | JULY | | | | | | | AUGUST | | | | | | | |
| 1 | 2 | 3 | 4 | 5 | | | | 1 | 2 | | | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| 6 | 7 | 8 | 9 | 10 | 11 | 12 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | |
| 13 | 14 | 15 | 16 | 17 | 18 | 19 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | |
| 20 | 21 | 22 | 23 | 24 | 25 | 26 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | |
| 27 | 28 | 29 | 30 | 31 | | | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 29 | 30 | 31 | 26 | 27 | 28 | 29 | |
| SEPTEMBER | | | | | | | OCTOBER | | | | | | | NOVEMBER | | | | | | | DECEMBER | | | | | | | |
| | 1 | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| 2 | 3 | 4 | 5 | 6 | 7 | 8 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | |
| 9 | 10 | 11 | 12 | 13 | 14 | 15 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | |
| 16 | 17 | 18 | 19 | 20 | 21 | 22 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | |
| 23 | 24 | 25 | 26 | 27 | 28 | 29 | 28 | 29 | 30 | 31 | | | | 25 | 26 | 27 | 28 | 29 | 30 | | 23 | 24 | 25 | 26 | 27 | 28 | 29 | |
| 30 | | | | | | | | | | | | | | | | | | | | | 30 | 31 | | | | | | |

HISTORICAL PERSPECTIVE

On January 12, 1777, six months after the signing of the Declaration of Independence, a cross was planted at a site in the present city of Santa Clara by a Franciscan Padre, Tomas de la Pena, to mark the founding of the eighth of California's original twenty-one missions, Santa Clara de Assis.

Three quarters of a century elapsed before the University of Santa Clara or Santa Clara College as it was first known, opened its doors as an institution of higher learning. In the intervening years, however, the Mission served as a spiritual center and school for the Indians. .

In 1851, the new Dominican bishop of San Francisco, Joseph Sadoc Alemany, asked the Jesuit Father John Nobili, formerly of the Oregon Missions, to begin a college at the Mission of Santa Clara. During the first academic year, 1851-52, Father Nobili and a faculty of three other Jesuit priests and four competent lay professors gave instruction to twenty-six students in arts, sciences, music and drama.

April 28, 1855, Santa Clara College received its charter from the State of California.* Slow but steady growth followed and distinguished graduates became prominent members of California life. However, it was not until the Schools of Law and Engineering were founded in 1912 and the courses in the Humanities and the Sciences were expanded that the College became the University of Santa Clara.

Meeting the demands of urban growth in the Santa Clara Valley, the courses in commerce and finance were likewise amplified in 1926 and the University's School of Business Administration began. The Graduate School of Business and Administration was started in 1958 in recognition of the continuing important growth of the region as a business and financial center.

From the 1930's through World War II, the University's enrollment was relatively stable. With the return of many war veterans came an enlarged student body, new resources and an expanded curriculum that led Santa Clara into a new era of rapid growth and development.

From the post-war period to the present, the face of the campus has been changing and expanding. Thanks to the generous support of many friends, nineteen buildings have been added, including most recently—Bannan Hall, the Heafey Law Library addition, the Louis B. Mayer Theatre, the Leavey Student Activities Center, and Cowell Student Health Center.

In 1961 the University announced a major change in policy and accepted women students for the first time in its 110 year history and quickly became fully coeducational.

Although the student body has grown rapidly in the past decade, it has been held at a relatively small size approximately 3600 undergraduates and approximately 3600

*THE UNIVERSITY'S LEGAL NAME is: *The President and Board of Trustees of Santa Clara College* to which should be added, a *Corporation, located at Santa Clara, California*. For the information of individual, corporation and foundation donors who wish the tax-benefits of their gifts and grants, the University is classified by the Internal Revenue Service as a 501(c) (3) (ii) tax-exempt organization and also as not a private foundation under Section 509(a) of the IRS code.

graduate and law students—so that there is a strong sense of community and easy access to the faculty.

In the same decade the number of courses taught has more than doubled and there has been a proliferation of opportunities for individual study and research, including off-campus work/study programs.

As an independent, tuition and gift-supported university, Santa Clara has been able to accomplish change in ways that reflect its traditional concern for the individual student and for values in education.

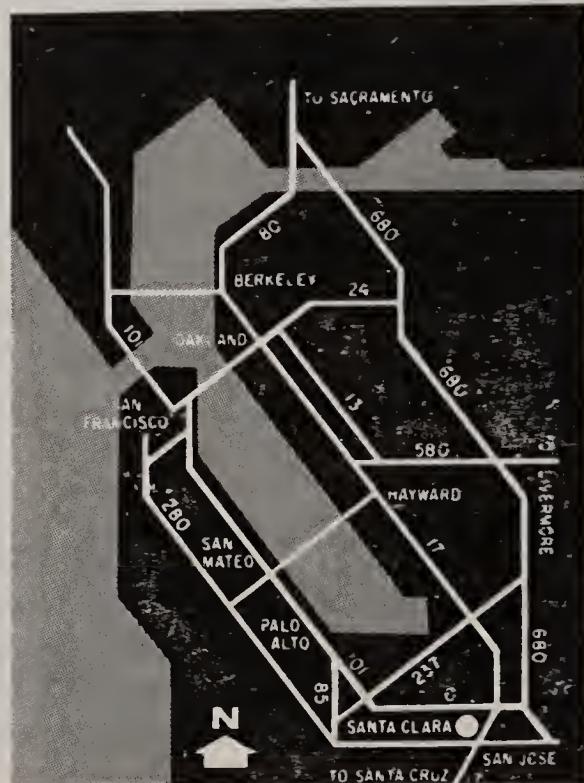
LOCATION

The University of Santa Clara is 46 miles from San Francisco near the southern tip of the Bay in an area that is rich in opportunities for learning. The campus is situated in the midst of one of the nation's great concentrations of high-technology industry and of professional and scientific activity. Many nearby firms and social agencies are world leaders in the search for solutions to man's most critical problems. The cultural and entertainment centers of San Francisco, Berkeley, Oakland and Marin County are within one hour's travel by bus, train or car. In the opposite direction, about thirty minutes away, are the beaches of Santa Cruz on the Pacific Ocean, and less than two-hours drive from the campus is world-famous Monterey Peninsula and Carmel.

The University is accessible by major airlines via San Jose Municipal Airport just three miles away and via San Francisco and Oakland International Airports.

Climate

Santa Clara has a moderate Mediterranean climate. Over a period of 67 years the average maximum temperature was 71.4° and the average minimum 41.6°. The sun shines an average of 293 days a year and the average annual rainfall is about 15 inches.



NONDISCRIMINATION POLICY

The University of Santa Clara admits students of any race, religion, sex, color, handicap, national and ethnic origin to all the rights, privileges, programs, and activities generally accorded or made available to students at the school. It does not discriminate on the basis of race, color, religion, sex, handicap, national and/or ethnic origin in administration of its educational policies, admissions policies, scholarships and loan programs, and athletic and other school-administered programs. Additional information and copies of the Grievance Procedures are available in the Office of Student Services and/or the Personnel Department.

STUDENT RECORDS

The following disclosures regarding a student's University records are given in compliance with the Family Educational Rights and Privacy Act of 1974 and are available for inspection as listed below:

- a. Official academic records, including application forms, admissions transcripts, letters of acceptance and a student's Permanent Academic Record are on file and maintained in the Registrar's Office.
- b. Working academic files are also maintained by each Dean of a School or College in their respective offices.
- c. Records related to a student's non-academic activities are maintained in the Dean of Students Office.
- d. Records relating to a student's financial status with the University are maintained in the Controller's Office.

The following types of records are *excluded* from inspection by provisions of the law; namely those created or maintained by a physician, psychiatrist or psychologist in connection with the provision of treating a student. A Parents' Confidential Statement of the College Scholarship Service is also excluded under this same provision.

Third parties shall not have access to education records or other information pertaining to students without the written consent of the particular student about whom the information is sought.

A written statement on inspection policies, list of fees for copies and related information is available in each office containing student records. Complaints regarding academic records by students may be directed to the Dean of the College of School in which the student is enrolled.



A STATEMENT OF PURPOSE

Inspired by the love of God through human service and the desire to serve through education, begun by the Franciscans who founded Mission Santa Clara in 1777 and continued by the Jesuits who opened the College in 1851, the University of Santa Clara declares its purpose to be the education of the human person in the context of its Catholic and Jesuit tradition.

The University is thus dedicated to:

the continuing development of a community of highly qualified scholars, teachers, students and administrators committed to an uncompromising standard of academic excellence;

providing an education that, in its emphasis on undergraduate education and in its pursuit of selected high quality graduate and professional programs consonant with such an education, stresses the development of moral as well as intellectual values, an education of the whole person, an education constantly seeking to answer not only "what is" but "what should be";

the continuing development of an academic community informed by Catholic principles, a community offering its members the opportunity for worship and for deepening their religious commitment, yet a community that is enriched by men and women of diverse religious and philosophical as well as social and racial backgrounds, a community opposed to narrow indoctrination or proselytizing of any kind, a community wherein freedom of inquiry and freedom of expression enjoy the highest priority;

offering an integrated curriculum designed not only to provide the scientific and humanistic knowledge necessary to enable students to develop fully as persons, but also to demonstrate the unity of all forms of knowledge and to enable students to assume roles of leadership in the modern world;

encouragement of teaching excellence and of the scholarly research that promotes such excellence, of close student-teacher relationships, of experimental and innovative courses and teaching methods—courses and methods that stimulate only the acquisition of knowledge but the creative use of knowledge;

the continuing development of an academic community in which students, teachers and administrators dedicated to academic freedom and united in the search for truth are actively involved in formulating and implementing the University's policies.

Board of Trustees
University of Santa Clara
January 22, 1975

THE GRADUATE SCHOOL OF BUSINESS AND ADMINISTRATION

The Board of Trustees established the School of Business and Administration as an integral part of the University of Santa Clara in 1926. The four-year curriculum was approved in 1927. The Graduate School of Business and Administration was established in 1958.

There are four major divisions:

- 1) School of Business and Administration (Undergraduate—four years) B.S.C. Degree
- 2) Graduate School of Business and Administration (M.S. Econ., M.B.A., Ph.D., JD-MBA Degrees)
- 3) The Center for Leadership Development
- 4) The Institute of Agribusiness

There are six departments within the School—Accounting, Economics, Finance, Management, Marketing and Quantitative.

The Graduate School of Business and Administration correlates the general educational aims of the University with preparation in meeting the general and specific problems of industry, commerce and institutions of various types. The specific aims are to supply professional training for those who are aiming at responsible positions in corporations, in their own businesses, in professional organizations serving business, or in government agencies; and to provide graduate work at both the master and doctoral levels.

National Affiliation

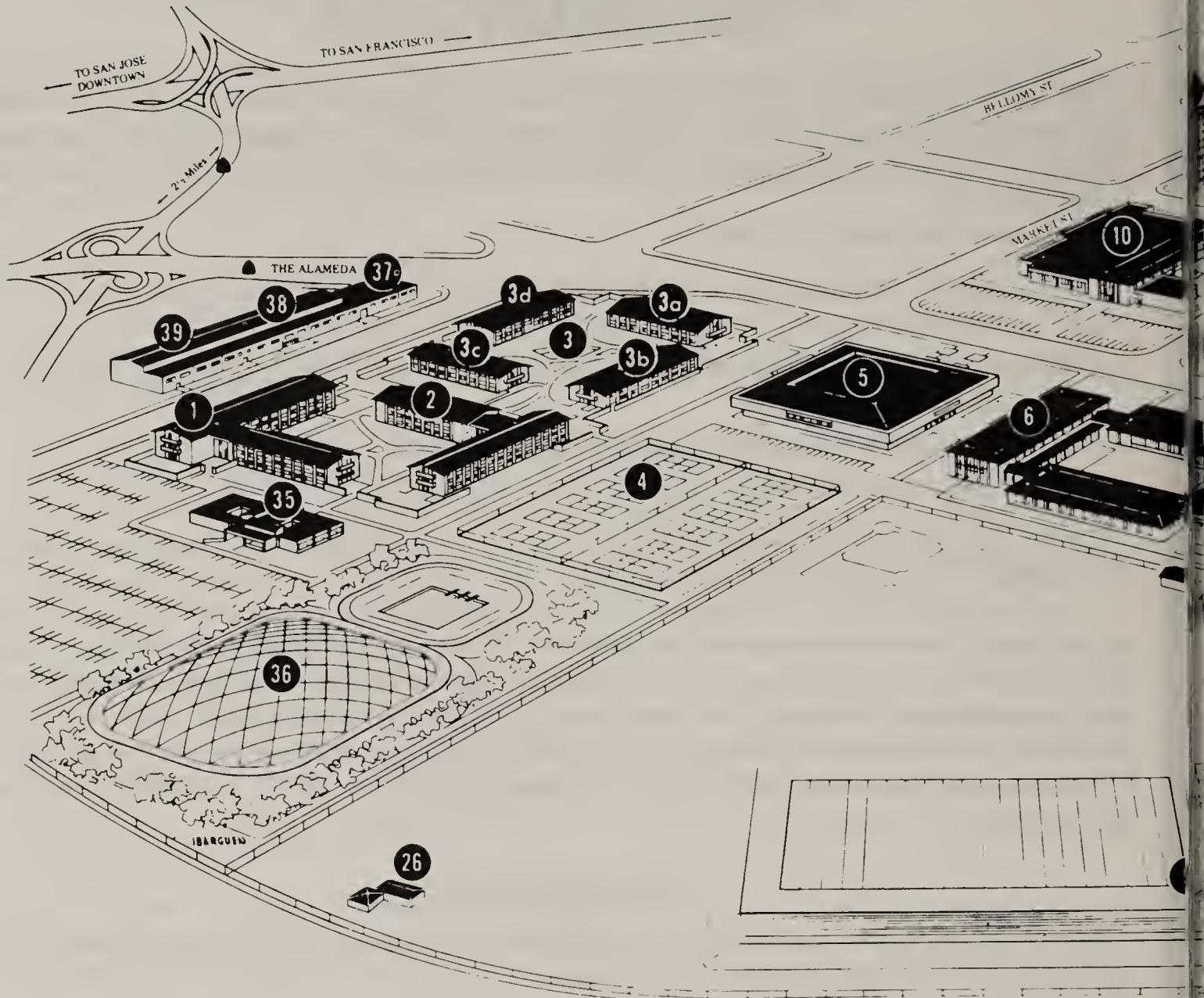
Both the Graduate and the Undergraduate Schools are accredited by the American Assembly of Collegiate Schools of Business.

Rights Reserved

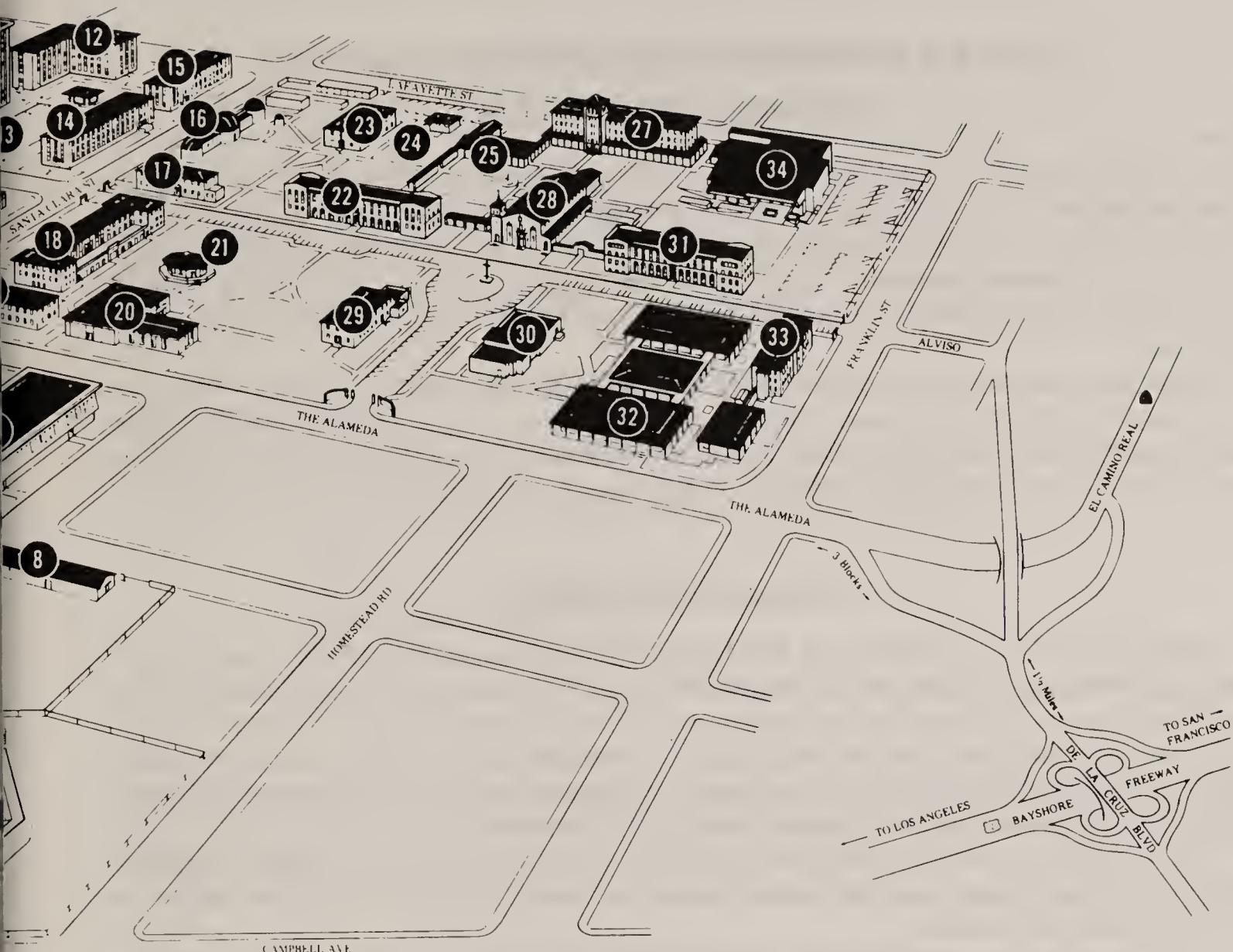
The curriculum and regulations affecting students may be revised at any time at the discretion of the University administration



UNIVERSITY OF SANTA CLARA CAMPUS



- | | |
|----------------------------------|------------------------------------|
| 1 Sanfilippo Residence Hall | 10 Benson Memorial Center |
| 2 Campisi Residence Hall | 11 Benjamin Swig Residence Hall |
| 3 Graham Residence Center | 12 Dunne Residence Hall |
| A Strub Hall C Hancock Hall | 13 John Kennedy Mall |
| B Swig Hall D O'Neill Hall | 14 McLaughlin Residence Hall |
| 4 Campus Tennis Courts | 15 Walsh Residence Hall |
| 5 Michel Orradre Library | 16 Ricard Memorial Observatory |
| 6 Sullivan Engineering Center | 17 Donohoe Alumni House |
| 7 Bannan Classroom Building | 18 Kenna Hall - School of Business |
| 8 Field House | 19 Bergin Hall - School of Law |
| 9 Buck Shaw Stadium | |



- | | |
|-----------------------------------|------------------------------------|
| 20 Heafey Law Library | 30 De Saisset Art Gallery & Museum |
| 21 Admissions Center | 31 O'Connor Hall |
| 22 St. Joseph's Hall | 32 Daly Science Center |
| 23 Varsi Hall | 33 Alumni Science Hall |
| 24 Restrooms | 34 Mayer Theatre |
| 25 Adobe Lodge - Faculty Club | 35 Cowell Student Health Center |
| 26 Univ. Day Care Center | 36 Leavey Activities Center |
| 27 Nobili Hall – Jesuit Residence | 37 Fine Arts Building |
| 28 Mission Santa Clara | 38 Ballet Building |
| 29 Walsh Administration Building | 39 Music Building |

Academic Programs

MASTER OF BUSINESS ADMINISTRATION DEGREE PROGRAM

To assist students to develop the attributes of business leadership, the graduate program leading to the degree of Master of Business Administration stresses the significance of the orientation of business to a dynamic society and the problems of control of the increasingly complex aspects of the economy. The curriculum is focused on the problems of business but is intended to be broad and general, rather than vocational.

Graduate courses are offered during four quarters each year, starting in September, January, March and June. Classes are scheduled during the late afternoon and evening periods to allow graduate students employed during the day to complete the requirements for the degree of Master of Business Administration.

Entrance Requirements

Requirements for admission for the Master of Business Administration degree give recognition to the differences among candidates in educational background and experience.

The M.B.A. program can be built upon undergraduate work in Engineering, Business, Arts and Sciences and other areas. A candidate for admission must have a Bachelor's degree from an institution of accepted standing.

Each candidate for the M.B.A. Degree must successfully complete eighteen courses beyond basic courses, meet grade requirements, and fulfill the course requirements of the program.

If a student has not completed undergraduate courses in Mathematics and Legal Environment of Business, the student must satisfy these requirements by taking 71.292, 71.293 and 76.265.

The following points are taken into consideration in deciding upon admission in the Graduate School of Business:

1. an above-average academic record;
2. the discipline which the applicant followed in the undergraduate program;
3. letters of recommendation;
4. potential for leadership as indicated by experience, attitude and aspiration;
5. Graduate Management Admission Test score;
6. the overall quota in regard to the number which may be admitted in any quarter;
7. good standing at any other university which the applicant has attended (example—if another Graduate School requires a "B" average, the applicant will not be considered unless the grades are at this level!);
8. TOEFL examination results (required of all foreign students).

There is no single point that the Admissions Committee uses in making its final decision. The Committee uses all of the items listed above in its evaluation.

Procedures for Application

1. Submit application form in duplicate. While application forms, GMAT score and transcripts must be on file with the Graduate School of Business at least ten weeks prior to the date of registration, the M.B.A. Committee may change this date whenever the quota for a given quarter is filled. Before an application can be evaluated, all transcripts of college credit and the GMAT score must be on file at the University. One should write directly to the registrar of each school of collegiate grade attended and listed on the application, and have two transcripts sent directly to the University of Santa Clara.
2. Enclose a \$20.00 application fee. Checks are to be made payable to the University of Santa Clara.
3. Two recommendations are required. Forms to be used for this purpose will accompany the application forms.

Applications, GMAT score and transcripts should be addressed to:

Dean
Graduate School of Business
University of Santa Clara
Santa Clara, California 95053

4. All candidates for admission must take the Graduate Management Admission Test (formerly ATGSB) given by the Educational Testing Service. It is similar to the tests required of applicants for admission to professional study in law and medicine. Test scores supplement other admission criteria in evaluating the aptitude of applicants for graduate study in business. GMAT applications are available at the Graduate School of Business Office and University of Santa Clara Counseling Center.

All credentials and transcripts which are submitted become the property of the University.

All qualified men and women receive consideration for admission without regard to race, creed, color, or national origin.

Degree Requirements

The Master of Business Administration will be granted after completion of a minimum of 18 courses beyond the basic courses. All credits must be earned in graduate courses open only to graduate students. Undergraduate courses may not be substituted in the satisfaction of this requirement. Residence requirements of the University may be met by completing 16 graduate courses in the Santa Clara Graduate School of Business and Administration within six calendar years.

Attendance Requirement

Students are required to attend a minimum of 80% of all the classes in all courses.

Continuation in Program

Permission to register in the Graduate School of Business does not, in itself, imply that the student is accepted or will be accepted as a candidate for an advanced de-

gree. Once a student has completed 6 graduate courses beyond the basic courses he must petition to continue in the program for the M.B.A. Degree. If the petition is not approved, the student will be asked to withdraw and will not be allowed to continue in the M.B.A. Program.

Academic Status

To qualify for the M.B.A. Degree, a student must have an overall average of 2.25, in all the work taken in the Graduate School of Business at the University of Santa Clara. A "C" grade is considered a minimum passing grade in each course. A "D" or "F" grade is considered a failing grade and the units will not be counted toward graduation requirements. If, in the opinion of the Committee on Academic Standing of the Graduate School, a student's work is so poor as to justify the action, he may be asked to withdraw.

Credit from Other Schools

The maximum number of courses earned at other institutions which will be accepted towards the M.B.A. Degree will be two. This work in order to be acceptable must have been taken during the five years prior to the student's registration in the M.B.A. Program at Santa Clara, have been in graduate classes open only to graduate students and be in areas that would be applicable to a graduate program in business.

Concurrent Enrollment

With the exception of the J.D.-M.B.A. combined program, a student in the Graduate School of Business will not be allowed concurrent enrollment either in other Schools of the University of Santa Clara or in other colleges and universities. This includes the Summer Session.

Incompletes

A student's work may be reported incomplete if some essential portion of the work in the course remains unfinished after the final examination. An incomplete becomes a failure (F) unless the unfinished work is completed to the satisfaction of the instructor within a period of four weeks after the beginning of the next scheduled quarter, not including the Summer Session.

Leave of Absence

A Leave of Absence will be granted only for a specified time and normally not beyond one year. When a student plans to return from a Leave of Absence, it is necessary to give notice on written petition ten weeks before the date of registration.

Withdrawal

Students may withdraw from courses prior to two weeks before the date on which the final examinations begin.

Any student withdrawing prior to the third meeting of any regularly scheduled class will receive a refund of two-thirds of the tuition. Any student withdrawing prior to the

sixth meeting will receive a refund of one-half of the tuition. No refunds of tuition will be made after that time.

When a student withdraws from the University or from a class, a Withdrawal form must be submitted to the Administrative Office of the Graduate School of Business. This cannot be done by mail or by telephone, but must be done in person.

Readmittance to the Graduate School of Business

1. The regulations of the Graduate School of Business are such that any student who does not register during a regular quarter of the academic year (summer session excluded) will be placed on the inactive list unless he is given a leave of absence. When a student is placed on the inactive list, it is necessary that a Graduate Application Form and application fee be submitted and the student will be considered for re-admission on the same basis as a new applying student. The applicant will also be required to fulfill any additional requirements which the faculty may adopt during the interim period between registrations.

2. A student who is on a leave of absence or has been placed on the inactive list must also state whether or not any other school(s) has been attended since withdrawing from the University of Santa Clara. If the student has attended another school, all transcripts must be sent to the Dean, Graduate School of Business, University of Santa Clara, Santa Clara, Ca. 95053. All work must be at a satisfactory level in order for the student to be readmitted.

Program Changes

As long as a student continues in residence each quarter until completion of the degree, the student may follow all regulations of the bulletin at the time of the first registration. The student may, upon written petition to the M.B.A. Committee, receive permission to follow the new requirements in a subsequent bulletin. However, there can be no combination of the requirements from both bulletins.

Substitution of Free Electives

Students who have had a major in their prior degree programs in one of the following fields—Accounting, Economics, Finance, Management, Marketing or Quantitative Methods—may with the approval of the M.B.A. Committee on written petition, substitute free electives for the two required courses in that particular area of specialization. However, this approval will be limited to one field. All students must complete the work in at least five of the fields listed above in their programs.

Substitution of Courses

Students who have successfully completed prior course work in the following fields—Accounting, Economics, Finance, Management, Marketing, or Quantitative Methods—may petition in writing to the M.B.A. Committee for approval to substitute advanced work in the same fields for the required courses in that particular area of specialization. However, this approval will be limited to one field.

Basic Courses (Group I)

(May not be included as part of the 18 course requirement.)

This group of courses will provide a background in Mathematics and Legal and Social Environment of Business. Students coming from a liberal arts undergraduate major may find it necessary to take all of these courses. These basic courses are offered as part of the graduate program and will satisfy undergraduate deficiencies. These courses are not to be included as part of the 18 course requirement but the grades will be included in determining the student's overall average. These courses are considered as prerequisites for the required courses and must be taken during the first two quarters of the program.

- 76.265 Legal and Social Environment of Business
- 71.292 Mathematical Analysis I
- 71.293 Mathematical Analysis II

Required Courses (12) (Group II)

- 13.231 Economic Analysis of the Firm I
- 13.232 Analysis of Business Conditions I
- 70.216 Financial Accounting I
- 70.217 Financial Accounting II
- 71.200 Quantitative Methods I
- 71.201 Quantitative Methods II
- 72.280 Marketing Management I
- 72.282 Marketing Management II
- 73.260 Management I—Organization and Management
- 73.268 Management II—Organizational Behavior
- 74.245 Financial Management I
- 74.246 Financial Management II

Computer Requirement

All students must develop a minimum level of competence in the use of the computer facilities. This requirement may be satisfied in one of three ways:

1. Passing a special test upon the completion of the no-credit laboratory;
2. Completing 71.295 with a satisfactory grade;
3. Securing approval of the M.B.A. Committee by petition to waive computer requirement because of prior comparable experience and/or courses.

Elective Courses (5) (Group III)

Five elective courses may be selected from the schedule of electives which are offered. The number of electives given each year will vary depending upon the availability of faculty and the interest of the students.

Students may not register for electives for which they have not fulfilled the necessary prerequisites.

Required Capstone Course (1) (Group IV)

- 73.266 Business Policies

Alternative Requirement for Business Policies

On petition, a limited number of students may be permitted to substitute a thesis for the Business Policies requirement.

Accounting Program

All students in the Graduate School are required to take Accounting 70.216, 70.217 or the equivalent.

For those with a major in undergraduate accounting who wish to prepare themselves for a professional career in accounting, the following sequence of courses is recommended: 70.219; 70.220; 70.221; 70.224; 70.225; 70.226; and 70.232.

Those who do not have a major in undergraduate Accounting but wish to prepare themselves for a professional career may do so by undertaking the following sequence of courses: 70.216; 70.217; 70.218; 70.219; 70.220; 70.221; 70.223; 70.224; 70.225; 70.226; 70.231; and 70.232. This program cannot be completed within the 18 course scope of the M.B.A.



Students in Computation Laboratory

THE MBA PROGRAM IN AGRIBUSINESS

The Graduate School of Business and Administration also offers an MBA program in Agribusiness. The program is designed for those who are planning a career in the management of enterprises associated with agriculture.

Students who enter the program with sufficient academic background and experience may complete requirements for the MBA degree in twelve months; however, the program has the flexibility for plans of study of up to eighteen months for those who have special needs.

Students enter the program in September and complete degree requirements in August or December of the following year, or in March of the next year. All students are required to participate in two six-week summer sessions.

The curriculum consists of three parts: nine quarter courses in the six basic areas of administration, eight Agribusiness courses, and four electives. The electives can be chosen from a wide range of offerings in the Graduate School of Business. Emphasis early in the program tends to be on the basic courses which provide much of the background for the more advanced agribusiness courses; however, the study of agribusiness begins in the first quarter so that each person can begin to relate the basic material to his own professional interest. In the latter stages of the program most of the time is devoted to agribusiness courses.

All applications and correspondence on admission should be directed to:

Director
Institute of Agribusiness
Graduate School of Business
University of Santa Clara
Santa Clara, California 95053
Telephone: (408) 984-4086



**Undersecretary of Agriculture Long with Students
of Institute of Agribusiness**

THE MASTER OF SCIENCE DEGREE IN APPLIED ECONOMICS

Objectives

The Master of Science Degree in Applied Economics is a theoretical program and is designed to prepare students for careers as economists in industry, finance and government. The emphasis of the program is on theoretical applied economics.

Admission Requirements

The basic requirement for admission into the Master's degree program is a Bachelor's degree from an approved undergraduate institution. To be admitted into the program the student must have an above-average academic record. An undergraduate major in economics is not essential for acceptance.

Applications, GMAT score, and transcripts should be addressed to:

Chairman, Department of Economics
University of Santa Clara
Santa Clara, California 95053

Degree Requirements

To satisfy the requirements for the degree of Master of Science in Applied Economics, the student must complete 45 quarter credit hours of course work (15 term courses) beyond two basic courses in calculus, one course in statistics, one course in intermediate macroeconomics and one course in intermediate microeconomics. The requirements are divided as follows.

1. Two courses in advanced macro- and microeconomics
 - 13.233 Analysis of Business Conditions II
 - 13.237 Economic Analysis of the Firm II
2. Three courses in statistics and econometrics
 - 13.238 Econometrics I, or
 - 71.204 Statistical Research Methods
 - 13.239 Econometrics II
 - 13.240 Econometrics III
3. A minimum of four economic electives
4. Three courses in one field other than economics, offered by the Graduate School of Business
5. One computer course
6. Two free electives

Other Information

Regulations in regard to incompletes, withdrawal, readmission into the program, fees, transfer credit, program changes, time limitation, satisfactory progress, continuation in program and other regulations are the same as those which apply in the Graduate School of Business.

THE DOCTOR OF PHILOSOPHY DEGREE PROGRAM IN BUSINESS

The Degree of Doctor of Philosophy in Business Administration is conferred upon students as an indication of high intellectual achievement. The Doctoral Program is intended to prepare students for professional careers both in business and academic work. Each student will be expected to meet the general requirements of the Graduate School of Business, and beyond that, to adapt the curricular requirements of the School to his/her personal needs and objectives.

Admission to the Program

Candidates for admission to the program must have earned a baccalaureate degree from an accredited collegiate institution. A master's degree is not required. Any student wishing to receive an M.B.A. from the University of Santa Clara, while in the Doctoral Program, must fulfill the necessary requirements for the M.B.A. according to the Graduate School of Business catalog. The candidate must complete the appropriate application forms and return them with a \$20 application fee to the Chairman of the Doctoral Program. The fee is not refundable and is not credited towards tuition. The candidate should have the following materials sent directly to the Chairman of the Doctoral Program: letter stating objective for the Ph.D. degree, two official transcripts from all colleges and universities attended, the Graduate Management Admission Test (GMAT) score, and three letters of recommendation. For those whose native language is not English, the Test of English as a Foreign Language (TOEFL) must be taken and the score sent to the Chairman of the Doctoral Program. Admission to the graduate program does not assure the candidate continuous registration; the candidate must demonstrate to the Doctoral Committee satisfactory progress and must pass the various examinations.

Admission to the Doctoral Program is generally limited to applications for the fall quarter. All application forms and transcripts must be on file with the Graduate School of Business prior to March 1. Counselling appointments are available but only after a student's file is completed. The completed file is evaluated by the Department in the candidate's field of emphasis and by the Doctoral Committee of the Graduate School of Business.

Applications, transcripts, and test scores should be addressed to:

Chairman, Doctoral Program
Graduate School of Business
University of Santa Clara
Santa Clara, California 95053

All credentials and transcripts which are submitted become the property of the University.

Degree Requirements

The degree of Doctor of Philosophy will be awarded on the basis of the successful completion of 90 quarter-units of graduate course work, the passing of a preliminary examination, the passing of a written examination in the candidate's field of emphasis, presenting in writing and orally an acceptable dissertation proposal, orally presenting the research on the dissertation, and the writing of an acceptable dissertation.

A candidate must choose one major area of interest from among the fields of Accounting, Economics, Finance, Management, Marketing and Quantitative Methods.

There is no language requirement and a student has a maximum of seven years to complete all requirements. Any extensions must be formally approved by the Doctoral Committee.

Advanced Standing. A minimum of 45 quarter-units of graduate course work must be completed at the University of Santa Clara. A student may petition to the Doctoral Committee of the School of Business for a maximum of 45 quarter-units of credit for graduate work completed at other accredited institutions.

The degree of Doctor of Philosophy is not simply the completion of a given number of course credits, but rather the demonstration of knowledge and thorough understanding of the appropriate subject matter. Thus, many candidates will find it advantageous to take more than minimum course requirements.

Leave of Absence. A student may petition for a maximum total of one year for a leave of absence. This may be taken only during the pre-dissertation stage and any time spent on a leave of absence is included in the total time allowed for completion of the degree. Any candidate taking a leave of absence without written approval of the Doctoral Committee may be required to re-apply to the Doctoral Program and to satisfy all requirements of the program which exist at the time of that application.

Any student who does not register during a regular quarter of the academic year (summer session excluded) is not considered to be on a formal leave of absence and will be placed on an inactive list.

A student who is on a leave of absence or has been placed on the inactive list must also state whether or not any other school(s) has been attended since withdrawing from the University of Santa Clara. If the student has attended another school, all transcripts must be sent to the Chairman, Doctoral Program, Graduate School of Business, University of Santa Clara, Santa Clara, California 95053. All work must be at a satisfactory level in order for the student to be readmitted.

Progress. A satisfactory rate of progress as determined by the Doctoral Committee toward the degree is required at all times. In reviewing the progress of all students, the Doctoral Committee reserves the right to terminate a student from the program for academic reasons at any time and to deny readmission.

Program of Study

Course Work. During the first year in the Program each student, in cooperation with the Chairman of the Doctoral Program and an advisor in his/her chosen field of concentration, must develop a written proposal for his/her Ph.D. program of study, which will then be submitted to the Doctoral Committee for approval. Programs in fields of emphasis are limited to the regularly scheduled graduate classes offered in the Graduate School of Business. At the discretion of each faculty member, doctoral students will be encouraged to write and/or present doctoral level research papers in all courses.

Each student must complete a minimum of three courses in research methodology; these courses will be specified by the Doctoral Committee. Other courses may be required of each student.

Preliminary Examination. The Preliminary Examination is a written test designed to reveal the candidate's ability to relate, integrate and apply to business problems the knowledge and techniques which may be derived from the University of Santa Clara's

Master of Business Administration Program. No student will be allowed to proceed in the Doctoral Program until this examination has been passed. At the discretion of the Examining Committee and Doctoral Committee, the candidate may be permitted to repeat the exam once.

Field Examination. The Field Examination is a written test formulated to examine the candidate's depth of knowledge in his/her field of emphasis including any appropriate application to other fields in the curricula. This examination is designed and administered by the respective departments of the Graduate School of Business. This examination may be taken only twice; it is suggested that the student meet with the Department Chairman in his/her chosen field for counselling if a second examination is deemed necessary.

Candidacy. A student is admitted to candidacy only after he/she has successfully completed the Field Examination and after he/she has successfully presented a dissertation proposal, which requires approval by the Dissertation Committee and the Doctoral Committee. A student entering the program with a graduate background in business must attain candidacy no later than the end of his/her fourth year. Other students are granted an additional year.

The Dissertation Requirement. The dissertation for the degree of Doctor of Philosophy is expected to constitute a contribution to knowledge. It must be an original work, requiring both scholarly research and rigorous analysis.

The candidate will be required to obtain three members of the faculty of the Graduate School of Business to serve on his Dissertation Committee, at least one of whom must be from a department outside the candidate's field of emphasis. The Dissertation Committee must also be approved by the Doctoral Committee. The Doctoral Dissertation Committee will be considered formally constituted after the three faculty members have reviewed the candidate's written dissertation proposal, have met with him/her simultaneously and any interested member of the Graduate School of Business faculty for an oral presentation of the dissertation proposal, and have indicated their acceptance of the candidate's invitation to serve on his/her Dissertation Committee and the Doctoral Committee has approved it. At some time during the dissertation stage the student will be invited to make an oral presentation of his/her dissertation research before any interested members of the faculty of the Graduate School of Business.

One copy of the dissertation must be submitted to each member of the candidate's Dissertation Committee for their evaluation and comments. After consultation with the members of his/her Committee, and their unanimous approval, the candidate may proceed to final copy. Upon completion of the final copy, and written approval of the dissertation by the three members of the Dissertation Committee, three copies of the dissertation must be presented to the Doctoral Committee and to the Dean of the Graduate School of Business for acceptance.

The dissertation must be written in clear, grammatically correct English, typewritten and reproduced by a method which allows the document to be microfilmed clearly, and accompanied by an abstract of not more than 600 words. (Specific guidelines will be given to the candidate by the Chairman of the Doctoral Program.)

The candidate must provide the Doctoral Committee with three bound copies of the accepted dissertation for distribution within the University.

Microfilming. The original copy of the candidate's dissertation, accompanied by the original copy of the abstract, must be submitted to the Chairman of the Doctoral Program for microfilming and publishing in *Dissertation Abstracts International*.

Upon satisfactory fulfillment of the above obligations the candidate will have completed all requirements for the degree of Doctor of Philosophy in Business Administration.

JD-MBA COMBINED DEGREE PROGRAM*

1. The program is available only to full-time students of the University of Santa Clara Law School or the University of Santa Clara Business School.**
2. While enrolled in the program, the student must maintain a satisfactory grade average in each School and:
 - a) Satisfy the academic requirements of each School
 - b) Complete the number of courses (Business) and semester units of credit (Law) as other recipients of the respective degrees. (The student must further complete all courses identified as "required" courses by either School.)
 - c) Work out a specific academic program with the Joint JD-MBA Committee and complete those "elective" courses or other academic offerings specified in the individualized academic program by the Joint JD-MBA Committee.

In connection with the approval of any such individualized academic program the JD-MBA Committee may permit certain specified course offerings at the School of Law and the Graduate School of Business to be counted for credit towards both degrees. For examples, such courses might include, among others, *Securities Regulation*, *Price Discrimination* and *Labor Law* in the School of Law; *Accounting 216*, *Economic Analysis of the Firm* and *Financial Management* in the School of Business. However, in no event shall any such individualized academic program contain i) more than 4 quarter courses at the Graduate School of Business for which credit is also obtained at the School of Law, or ii) more than 8 semester units at the School of Law for which credit is also obtained at the Graduate School of Business. (1 quarter course at the School of Business would count as 2 semester units at the School of Law. Similarly, 2 semester units at the School of Law would count as 1 quarter course at the School of Business; 3 semester units as 1½ quarter courses and 4 semester units as 2 quarter courses.)

At the present time, the School of Law requires a minimum of 86 semester units for the JD degree. The Graduate School of Business requires completion of a minimum of 18 quarter courses (beyond the basic courses) for the MBA. Under a typical schedule the student would complete the joint program in 4 academic years. *The first year would be spent in the School of Law (consisting entirely of "required" courses, presently totalling 30 semester units of credit).*

The second year would be spent exclusively or primarily in the School of Business

**The Maximum number of courses earned at other accredited law schools at which students have earned a JD degree which will be accepted toward the M.B.A. degree will be two.

taking approximately 4 courses per quarter (but in any event at least 3 courses each quarter). In addition, some work might be done in the School of Law if efficient scheduling of classes so dictated. The third and fourth years would be spent primarily in the School of Law (minimum of 12 units of credit per semester) combined with additional courses in the School of Business.

*Students who withdraw from the J.D. Degree Program will not be granted transfer credit towards the M.B.A. Degree for courses taken in the School of Law.



THE CENTER FOR LEADERSHIP DEVELOPMENT

The Center for Leadership Development was organized in 1957 to provide programs of continuing education for executives, managers and supervisors. Many different seminars, institutes, workshops and conferences are conducted for people coming from all levels of management and from public and private, profit and non-profit institutions. Some of these programs are initiated within the University, but many are instigated by a single company, by a group of companies, or by a professional association.

Although the Center is an adjunct of the Graduate School of Business and Administration, the educational and professional talents of various parts of the University are integrated in these programs.

The more important programs which are offered each year include the following:
Management Development Program—Offered Fall, Spring and Summer—a twelve-day sessions for middle- and upper-management people.

Foremanship and Supervision Program—17 weeks, Fall to Spring.

Seminar in Hospital Management—three eight-week sessions throughout the year.

Seminar in Municipal Management—three eight-week sessions throughout the year.

Lockheed Management Institute — a conjoint, three-week Program for managers of the Lockheed Missiles and Space Company.

Lockheed Supervisory Institute — a conjoint, two-week, program for supervisors of the Lockheed Missiles and Space Company.

Economics Symposium and Forum — a three-day, bimonthly colloquium and forum conducted with the Department of Economics for selected top executives.



Fr. Locatelli with Adv. Board Members Lautze and Schmuck

Financial Information

TUITION AND FEES

| | |
|--|----------|
| Application Charge | \$ 20.00 |
| This charge is to be sent with each application form and is not refundable. | |
| Registration Fee | 5.00 |
| This fee is payable each quarter of registration regardless of the number of units for which the student is registered. The fee is not refundable. | |
| Tuition, per three quarter units | 216.00 |
| Late Registration Fee | 10.00 |
| Dissertation microfilming, Ph.D. | 25.00 |
| Diploma and Graduation Fee | 30.00 |
| Payable in each quarter in which degree is granted. | |
| Deferment Service Fee | 10.00 |

Dissertation Fees

Once the candidate for the Doctor of Philosophy Degree in Business has passed his comprehensive oral examination, the candidate will be required to register for nine units each succeeding quarter until 45 quarter units of tuition is paid. In the event the candidate has not completed the dissertation in the five quarters of registration, additional tuition charges will not be assessed.

All candidates must continue to register each quarter (summer not included) and pay the registration fee each period until they complete their dissertations. Students who fail to do this will be placed on the inactive list.

Refund of Tuition

Any student withdrawing prior to the third meeting of any regularly scheduled class will receive a refund of two-thirds of the tuition. Any student withdrawing prior to the sixth meeting will receive a refund of one-half of the tuition. No refunds of tuition will be made after that time. The registration fee is not subject to refund.

No refunds will be made by virtue of curtailment of services brought about as a result of strikes, acts of God, civil insurrection, riots or the threat thereof, or other causes beyond the control of the University.

FINANCIAL AIDS

Financial assistance at the University of Santa Clara is awarded on the basis of superior academic record, and/or financial need. Assistance generally is categorized as scholarships, loans, deferred payment plans and jobs.

Aid Qualifications

The Graduate School of Business offers a limited number of scholarships to outstanding graduate students. In selecting students to receive financial aid, evidence of

financial need is required. Please request a financial aid application from the Graduate School of Business Office.

The Office of Financial Aids has established deadlines for consideration from the various programs it administers. All students requesting Financial Aid from the University should contact the aid office at the earliest possible date and request specific deadline information and appropriate application materials. A University application for financial aids is required. Files completed after the date(s) set will receive consideration on a funds available basis.

Because scholarships and grants are limited, many students applying for aid find the most advantageous method of financing their education through a loan program. Among those available to students are the National Direct Student Loan Program and Federally Insured Student Loans. It is also possible for graduate students who are residents of California to apply for a state graduate fellowship. These grants are awarded to students pursuing a recognized graduate or professional degree and who have not completed more than four quarters of full-time graduate work as of October 1. Selection is made on the basis of state manpower needs, academic performance and financial need. Applications are available in the fall from either the Graduate Fellowship or Financial Aids offices.

Veterans and Veterans' Dependents Assistance

The University of Santa Clara is listed by the Veterans Administration as qualified to receive students under Chapter 34 (veterans), Chapter 35 (veterans' dependents—son or daughter with parent deceased or 100% disabled; widow of any person who died in the service or died of a service connected disability, or the wife of a veteran with a 100% service-connected disability) and Chapter 31 (rehabilitation). Those interested in attending under any of these chapters should contact the Veterans Administration Office in their locality to determine eligibility for benefits.

The State of California provides a program for children of veterans who are deceased or disabled from service-connected causes. Application should be made to the California Department of Veterans Affairs, 350 McAllister Street, San Francisco, CA 94102.

Information regarding these programs may be obtained from the University of Santa Clara veterans' counselor located in the Registrar's Office, Della Walsh Hall.



Kenna Hall

Student Life

COUNSELING SERVICES

The members of the Graduate School of Business Program Committees, the professors of the student's major department and the Dean usually take care of the academic counseling of the students.

LEARNING RESOURCE CENTER

The Learning Resource Center is located on the second floor of the Benson Memorial Center, Room 212, and offers a variety of services to all members of the University community. A professional staff of educators, psychologists and guidance specialists helps students enrich their personal and educational development.

Counselors are available to assist students in dealing with personal, emotional, social and vocational problems which may confront them. A variety of counseling and testing procedures are used according to the individual's personal needs. At all times the overall goal is to increase an individual's personal development by helping him realize his own resources and potential.

The L.R.C. complements and supports other educational facilities through a campus-wide undergraduate tutorial program. Students can obtain individualized help in many academic subjects. A program of study skills seminars offers the opportunity to improve those abilities which are essential to academic success. The L.R.C. also administers the GRE, GMAT, and Miller Analogies exams and maintains an extensive library of college catalogs.

STUDENT HOUSING

The University maintains twelve dormitories for undergraduate students living on campus.

Dormitory space is open to graduate students only on a space-available basis after undergraduate requirements have been met. Inquiries should be sent to: Director of Housing, University of Santa Clara.



STUDENT ORGANIZATIONS

BETA GAMMA SIGMA, Delta Chapter of California, is a professional business honor society to encourage and reward scholarship and accomplishment among students of commerce and business. It promotes the advancement of education in the art and science of business and fosters integrity in the conduct of business operations. Members are selected on the basis of high scholarship and good moral character.

FINANCE CLUB. The University of Santa Clara Finance Club is a chapter affiliate of the American Finance Association, a national professional society of some 4,000 members representing university teachers and professional people from business, government and finance. The primary objective of the organization is to promote individual interest and knowledge in the various areas of finance through the interchange of ideas and research by people in finance. Membership in the student chapter provides the opportunity to participate in meetings, forums and seminars involving leaders of the business and financial communities.

THE MARKETING CLUB is the student chapter of the American Marketing Association. It welcomes all students who have an interest in marketing. The Club sponsors a lecture series and other activities of current interest. Members also are eligible to participate in the student activities of the American Marketing Association.

THE GRADUATE BUSINESS AND BUSINESS ADMINISTRATION ASSOCIATIONS are organizations of students in the Schools of Business for the study of business problems and for the encouragement of social activities among the students of the Schools. Frequent lectures are given before the Associations by businessmen of prominence.



Members of the Adv. Board with graduate student

Graduate Courses

(Open to Graduate Students Only)

Department of Accounting

Charles Louie, Ph.D. *Chairman*

Professors: Thomas Maier, John Pagani (Emeritus), Charles F. Louie

Associate Professors: Marlynn K. Bohman, Paul L. Locatelli, S. J.

Assistant Professor: Paul V. Harrell

Acting Assistant Professors: Robert Bowen, Charles Huber

Lecture: Kenneth Wade

70.216. FINANCIAL ACCOUNTING I

Valuation of Assets.

70.217. FINANCIAL ACCOUNTING II

Liabilities and proprietorship. Prerequisite: 70.216.

70.218. MANAGERIAL ACCOUNTING

Analysis and interpretation of costs for decision making. Prerequisite: 70.217.

70.219. ACCOUNTING PROBLEMS I

An intensive review of complex accounting problems. Prerequisite: 70.216; 70.217; 70.218 or an undergraduate major in accounting.

70.220. ACCOUNTING PROBLEMS II

An intensive review of complex accounting problems. Prerequisites: 70.216; 70.217; and 70.218.

70.221 ACCOUNTING PROBLEMS III

A continuation of 70.220. Prerequisites: 70.216; 70.217; 70.218.

70.223. TAXATION I

Federal and state practice in taxation. Prerequisite: 70.216; 70.217; 70.218.

70.224. TAXATION II

Continuation of 70.223. Prerequisite: 70.223 or an undergraduate course in Taxation.

70.225. CONTEMPORARY THEORY IN FINANCIAL ACCOUNTING

A review of theory as applicable to accounting practice. Prerequisite: 70.216; 70.217; and 70.218.

70.226. SELECTED TOPICS IN FINANCIAL ACCOUNTING THEORY

Prerequisite: 70.216; 70.217; and 70.218.

70.227. PLANNING, BUDGETING AND CONTROL I

The concepts and applications of planning for the revenues of a firm. Emphasis is placed on various tools for forecasting industry sales and the resulting firm's share. In addition, the general budget model of a firm is developed which quantifies the effect which forecasted sales has on various segments of a business. Prerequisite: 70.218.

70.228. PLANNING, BUDGETING AND CONTROL II

A detailed examination of the accounting information system and its relationship to the firm's general budget model. Emphasis is placed on the information system and the use of the general budget model for budgeting and controlling the firm's operations. Prerequisite: 70.218.

70.229. CONTROLLERSHIP

Organization of the controllership function and control through accounts. Prerequisite: 70.228.

70.231. AUDITING I

Standards and practices in auditing procedures. Prerequisites: 70.216; 70.217; 70.218.

70.232. AUDITING II

A continuation of 70.231. Prerequisite: 70.231 or an undergraduate course in Auditing.

70.319. DOCTORAL SEMINAR IN ACCOUNTING

Department of Economics

Mario L. Belotti, Ph.D., *Chairman*

Professors: Mario L. Belotti, Thaddeus J. Whalen, Jr., William Donnelly, S.J.,
J.M. Heineke

Associate Professor: Henry G. Demmert

Assistant Professors: Richard T. Coz, S. J., Masako N. Darrough, Marshall H. Medoff,
Robert K. Springer

Acting Assistant Professor: Dale E. Lehman

Visiting Assistant Professors: Paul Cook, Daniel Villegas

13.231. ECONOMIC ANALYSIS OF THE FIRM I

The focus of 13.231 is on acquainting the student with elementary economic concepts and their relationship to business decision-making. Topics include basic supply and demand analysis, the theory of consumer behavior, the theory of cost and production; the effects of alternative market

structures and alternative business policies on the pricing and output decisions of the individual firm, and selected areas in monopoly regulation. Prerequisite: 71.293.

13.232. ANALYSIS OF BUSINESS CONDITIONS I

The focus of this course is on the macro, or aggregative aspects of the economy. The course aims at developing a thorough understanding of the operations of an economic system. Particular emphasis is placed upon economic forces which influence the level of income, employment, output, prices, interest rates, and economic growth. The course is especially designed to prepare future decision-makers to understand how an economy functions and to help them interpret, analyze and cope with aggregate economic phenomena. Prerequisite: graduate standing.

13.233. ANALYSIS OF BUSINESS CONDITIONS II

The objective of this course is an in depth study and analysis of selected macroeconomic topics. Emphasis will be placed upon the effects of expectations in a process of aggregate dynamic adjustment together with a presentation of the elements of growth theory and macrodynamics. Prerequisite: 13.231, 13.232.

13.234. ECONOMIC POLICY

This course examines and evaluates those actions taken by the government with the purpose of affecting economic life. The course places particular emphasis upon macroeconomic policies (monetary, fiscal, growth, international, etc.) which affect the current economic and business environment. The course is divided into three parts. The first part examines the complex of ideas (economic philosophies) governing, predisposing or coloring judgments on economic policy. The second part examines the goals, the tools and the end-means relationships of economic policy. The third part examines and evaluates selected economic policies and their impact on the economic and business environment. Prerequisites: 13.231 and 13.232.

13.235. URBAN ECONOMICS

This is a course concerned with problems of the urban economy. Emphasis is on the planning function of managers of urban areas, especially with respect to location, land use, housing and transportation. Prerequisite: 13.231, 13.232.

13.236. ECONOMICS OF THE PUBLIC SECTOR

In this course the role of the public sector in private sector decisions is examined. The case for collective action is developed by considering the problems posed by goods with poorly defined property rights. Of special interest is the origin of externalities and their effects on both private and public enterprises. Prerequisite: 13.231, 13.232.

13.237. ECONOMIC ANALYSIS OF THE FIRM II

In this course, a wide range of firm decision problems are explored under a number of assumptions concerning firm goals, market "conditions" and firm technology. The focus throughout is on using economic theory as a framework for business problem solving. Topics include an analysis of the role of demand, production and cost functions in business decisions and their use in reaching the "best" decisions. Course work and assignments emphasize systematic use of available information in solving business decision problems. Prerequisite: 13.231, 13.232.

13.238. ECONOMETRICS I

Econometrics I is a course in mathematical statistics designed to provide the theoretical background for regression analysis and analysis of variance. Prerequisite: Differential and Integral Calculus. (This requirement may also be fulfilled by completing 71.204.) Prerequisite: 13.231 and 13.232.

13.239. ECONOMETRICS II

An introduction to the use of statistical methods as a tool for business planning and policy. Emphasis will be on estimating the general linear model and acquainting the student with the nature of the problems which arise when statistical models are applied to business and economic data. Prerequisite: 13.231, 13.232, 71.204.

13.240. ECONOMETRICS III

This course is a continuation of Econometrics II and is primarily concerned with developing estimation techniques capable of coping with problems peculiar to business and economic data. Topics include generalized least squares, instrumental variables and two stage least squares. Each student is expected to successfully complete several estimation projects during the course. Prerequisite: 13.231, 13.232, 13.239.

13.241. FLOW OF FUND ANALYSIS

This course focuses upon the financial system as a whole. Specifically, the course deals with the basic determinants of the supply of and demand for loanable funds; the manner in which funds are exchanged in the money and capital markets, the influence of demand and supply factors upon interest rates, the impact of changes in interest rates, money supply, and loanable funds upon the level of economic activity. The conceptual framework employed throughout the course is the flow of funds. Prerequisites: 13.231 and 13.232.

13.242. INTERNATIONAL TRADE AND DEVELOPMENT

This course will focus on the international economic environment and the relationship between public policy and international business activity. The emphasis will be upon the application of principles and techniques of economic analysis to the following topics: Foreign trade and the national economy; the means of international payments; foreign exchange markets; in-

vestment overseas; balance of payments effects; competition and specialization; national attempts at control; international agreements and institutions; the process of economic development; and changing patterns of investment and trade. These topics will be treated in class lectures, discussions and short papers on policy issues of current interest. Prerequisites: 13.231 and 13.232.

13.243. INDUSTRIAL ORGANIZATION

An advanced analysis of competition and business policy including the theory of price and non-price competition in different market structures. Emphasis is placed upon the structure, conduct and performance of various industries. In this setting, antitrust policy and public utility regulation are studied in terms of their underlying economic rationale and their outcome in practice. Prerequisite: 13.231 and 13.232.

13.244. MANPOWER PROBLEMS

This course will examine the following topics: a) the manpower implications of technological change in an advanced economy; b) the determinants of technological change; c) the relative impacts of supply oriented manpower programs versus aggregate demand measures in dealing with unemployment; d) education and its economic implications, especially vis-a-vis manpower question; e) problems of racial and sexual discrimination; f) poverty in its employment related aspects. The course will build upon the student's training in macro- and microeconomic theory and quantitative methods to gain an appreciation of and some expertise in the area of human resource questions. Prerequisites: 13.231 and 13.232.

13.245. THE ECONOMICS OF PLANNING

This course will survey the various theories and principles of economic planning adopted under different economic systems, but with special emphasis on the developing countries of the world. Analytical formulation of growth and development goals including optimal growth models and the problems and practices in implementing development policies will be stressed. Major topics within this framework will include: (1) an examination of quantitative techniques of planning such as input-output and mathematical programming; (2) techniques of investment decision and project selection with special emphasis on cost benefit analysis; (3) balance of payments strategies and policies; and (4) optimal fiscal and monetary policies in the development context. The course will be technique oriented and the case method will be used throughout. Prerequisites: 13.231 and 13.232.

13.246. BUSINESS AND ECONOMIC FORECASTING

Statistical techniques used in the prediction of economic time series will be explored. Topics include trend estimation, estimation of autoregressive and moving average models; construction and use of econometric models and indices of economic activity. The perspective will be that of individual decision making units doing prediction for planning purposes. Prerequisites: 13.231, 13.232, and 13.239.

13.247. ENVIRONMENTAL ECONOMICS

A course in application of microeconomic analysis to problems of environmental use. Special attention is given to: (1) problems incurred in modeling optimal environmental use; (2) explaining the advantages and disadvantages of various policy alternatives aimed at achieving optimal use of environmental resources; and (3) the methodology and design of environmental impact statements. The student will be required to critique an existing environmental impact report and to prepare such a report for a proposed development in the metropolitan area. Prerequisite: 13.231.

13.248. ECONOMICS OF NATURAL RESOURCES AND ENERGY

The widespread concern with the natural limitations of resource supplies provides the focus for this course. The demand for energy and other natural resources will be explored in detail. The supply of these resources will be investigated, emphasizing the uncertain size of present resource reserves, as well as the uncertain future energy technologies. Among the topics discussed will be: (1) the current rate of resource depletion, (2) the effects of past government intervention in resource industries, and (3) the policy options for future resource development and use.

In addition, the relationship between energy use and the environment will be explored. The general issue of economic growth with limited natural resources will be discussed, from both national and international perspectives. This course will build upon the students' background in microeconomics using a variety of current readings. Prerequisite: 13.231 and 13.232.

13.298. SEMINAR IN APPLIED ECONOMIC RESEARCH

This course will involve students in empirical research under close faculty supervision in order to develop an appreciation of the nature and limitations of economic measurements. An area of current economic interest will serve as the focal point of the seminar. Each student will be expected to undertake a limited empirical problem within the seminar area and to demonstrate an acceptable level of research proficiency. Prerequisites: 13.236, 13.237 and 13.239.

13.331. DOCTORAL SEMINAR IN ECONOMICS

Department of Finance

Francis J. Corrigan, Ph.D., *Chairman*
Professors: Francis J. Corrigan, D. Robert Papera
Associate Professor: Pretorius Van Den Dool
Professional Lecturer: Joseph F. X. Monasta
Assistant Professor: Donald D. Rugg

74.245 FINANCIAL MANAGEMENT I

This course concerns a study of the principles and practices of financial management with particular emphasis on planning, analyzing and controlling flow of funds through a pool of assets. Additional areas studied include profitability, profit allocation, short and long-term financing, financial, operating and price leverage. The central concepts underlying the financial structure of the firm are presented and their impact on the firm's financial and operating environment is examined. Prerequisite: 70.216.

74.246. FINANCIAL MANAGEMENT II

This course is designed to unite theoretical and practical procedures into an analytical approach to financial decision-making. Lectures, class discussions and case materials are employed to apply both principles and practices to a wide variety of topics, including capital asset management under conditions of uncertainty, cost-of-capital, return on investment concepts, optimum capital structure, debt management, dividend policies and mergers and acquisitions. Prerequisite: 74.245.

74.247. DYNAMICS OF THE FINANCIAL SYSTEM

Role and functions of financial institutions, financial flows, interest rate structures money and capital markets. The implications for the formulation of business financial policy will be highlighted. Prerequisite: 74.246.

74.248. SEMINAR IN FINANCE

Prerequisite: 74.246.

74.249. INVESTMENT PORTFOLIO MANAGEMENT

This course is designed for those who must make decisions about their own funds or about funds they manage for others including institutional investors. The objective of the course is to provide a theoretical framework of risk and reward analysis in order to make prudent decisions in investment analysis and portfolio management. Prerequisite: 74.246.

74.250. SEMINAR IN FINANCIAL RESEARCH

Prerequisite: 74.246.

74.251. INTERNATIONAL MONETARY AND FINANCIAL RELATIONS

This course examines in depth the functioning of the international monetary system and international financial arrangements. Topics covered include:

transfer of international payments; foreign exchange markets; balance of payments; international liquidity; international portfolio and direct investment; international financial markets and institutions; international banking. Prerequisite: 74.246.

74.252. RISK MANAGEMENT AND INSURANCE

A survey course to acquaint the student with the general principles of insurance and their application to financial management. Prerequisite: 74.245.

74.253. LIFE INSURANCE

Topics include: the role of life insurance in economic security; types of life insurance and annuity contracts; selection, classification and treatment of risks; life insurance law; settlement options and programming; and special forms of life insurance. Prerequisite: 74.245.

74.254. INTERNATIONAL FINANCIAL MANAGEMENT

This course deals with the financial problems of firms operating internationally. Topics covered: internal and external sources of funds, the foreign investment decision, financial structures, protection against foreign exchange losses, international working capital management, import and export financing. Prerequisite: 74.246.

74.255. REAL ESTATE FINANCE

A study of the risks, practices and problems involved in the financing and investing in real property. Through case studies, analysis will be made of the economic background of cities, urban growth and structure and land use policies. Prerequisite: 74.246.

74.256. MANAGEMENT OF FINANCIAL INSTITUTIONS

This course is concerned with the general management problems and policies of financial institutions. Part of the course is devoted to the analysis of management problems of commercial banks, part to the financial policy problems of non-bank financial institutions such as insurance companies, savings and loan associations, finance companies, and mutual funds. Prerequisite: 74.246.

74.345. DOCTORAL SEMINAR IN FINANCE

Department of Management

Joel K. Leidecker, Ph.D., *Chairman*

Associate Professors: Warner O. Brandenburg, James L. Hall, Joel K. Leidecker

Assistant Professors: Dennis J. Moberg, Barry Z. Posner

73.260. MANAGEMENT I—ORGANIZATION AND MANAGEMENT

An exploration of the concepts, models, and applications of contemporary organization theory. Topics include goal setting, organization structure, planning and control systems, formal communication flow, and decision-making. Applications to ongoing organizational problems are stressed.

73.261. SOCIAL PSYCHOLOGY OF MANAGEMENT

Continuation of 73.268 with emphasis on interpersonal relations and group dynamics, using an experiential (e.g., role-play) approach. Prerequisite: 73.268.

73.262. CONTRACT AND PROCUREMENT MANAGEMENT

Study the methods and techniques for negotiating and administering prime contracts with various customers, such as the Federal Government, and subcontracts with vendors. Prerequisite: 73.260 and 73.268.

73.263. MANAGERIAL DECISION-MAKING AND PROBLEM-SOLVING

The process of defining, analyzing and implementing management decisions with special emphasis on the application of the behavioral and administrative sciences. Quantitative analysis is not included. Prerequisites: 73.260 and 73.268.

73.264. PERSONNEL ADMINISTRATION

Exposure to the role and functions of the personnel department in business organizations, with particular emphasis on employment planning, selection and placement, employee evaluation, training and development, and compensation systems and legislation impacting personnel policies. Prerequisite: 73.260 and 73.268.

73.266. BUSINESS POLICIES

The study from a systems approach of policy development and formulation in organizations. The integration of the multiple viewpoints of the different functions in a firm is part of this approach. Case discussion is stressed. Prerequisites: Groups I, II and a minimum of two electives from Group III.

73.267. UNION-MANAGEMENT RELATIONS

Course focuses on behavioral and legal dimensions of union-management relations. Analysis of cases used to apply conceptual material and to identify recurring problems. Prerequisite: 73.260 and 73.268.

73.268. MANAGEMENT II—ORGANIZATIONAL BEHAVIOR

Analysis of optimum utilization of human resources in the organization. The course explores the contributions of the behavioral sciences to administrative practice and includes such areas as: Human motivation; Group dynamics; Interpersonal relationships; Management of conflict and change as an organizational variable. Prerequisite: 73.260.

73.269. COMMUNICATIONS

The functional and dysfunctional aspects of the communication process with particular emphasis on communication patterns and barriers in small groups and large-scale organizations. Prerequisites: 73.260 and 73.268.

73.270. INTERNATIONAL MANAGEMENT

An analysis of problems associated with international operations of business organizations. Prerequisites: 73.260 and 73.268.

73.271. SEMINAR IN COMPARATIVE ORGANIZATION THEORY

This course has two related objectives. First, it examines in depth available research concerning the effectiveness of current organizational designs. Secondly, it reflects an awareness of the increasing importance of the service sector in our economy by involving members of the class in research on a variety of organizations, schools, unions, prisons, and hospitals. Prerequisites: 73.260 and 73.268.

73.273. SEMINAR IN ORGANIZATIONAL BEHAVIOR

A course designed to allow a student the opportunity to apply the conceptual areas discussed in 73.260 and 73.268. Simulated experiential learning involving case analysis—group learning processes and non-academic resource personnel. Prerequisite: 73.260 and 73.268.

73.275. SOCIETY AND THE ENVIRONMENT

An evaluation of problems in society as related to the environment. Prerequisites: 73.260 and 73.268.

73.360. DOCTORAL SEMINAR IN MANAGEMENT

Department of Marketing

Albert V. Bruno, Ph.D., *Chairman*

Professors: Paul Brown, Charles J. Dirksen

Associate Professors: Albert V. Bruno, J. Michael Munson

Assistant Professors: Woodie A. Spivey, Tyzoon T. Tyebjee

Acting Assistant Professor: Shelby H. McIntyre

Adjunct Lecturer: Lewis C. Winters

72.277 PRODUCT MARKET PLANNING AND STRATEGY

This course covers the strategic decision of product and market selection and an examination of the role of innovation in light of the firm's objectives. The decision process for the management of new products is introduced, and analytic tools to aid the product manager at different phases of the decision process are developed. Prerequisites: 72.280 and 72.282.

72.278. INTERNATIONAL MARKETING

This course seeks to provide students with an understanding of the principles and practices of international marketing, beginning with small companies concerned only with exporting and ending with an examination of the multi-national corporation. Emphasis is on decision-making, with considerable use of case studies. Prerequisites: 72.280 and 72.282.

72.279. SMALL BUSINESS ENTREPRENEURSHIP

This course is concerned with the evaluation of venture ideas into viable ventures. Class time is devoted about equally to a discussion of cases, lectures, and presentations by guest lecturers who have had experience relating to the starting of new enterprises (e.g., bankers, attorneys, entrepreneurs). Each member of the class is asked to develop a five-year business plan for a new enterprise as part of the course. Prerequisites: 13.231, 70.216, 71.200, 72.280, 73.260 and 74.245.

72.280. MARKETING MANAGEMENT

This course focuses on the analysis of principles and methods of marketing from the viewpoint of management. The course covers the role of marketing in business, the nature of marketing organizations and institutions, and an introduction to marketing decisions and the environmental influence on them. Lectures will be supplemented by discussion of cases which are typical of situations faced in marketing management.

72.281. MARKETING THEORY

Critical treatment is given to the development of a theoretical basis of marketing and to the economic aspects of marketing in its social, political, legal and economic environment. Prerequisite: 72.280 and 72.282.

72.282. MARKETING MANAGEMENT II

This course exposes the student to a variety of decisions required for the effective marketing of consumer and industrial goods and services. This course relies primarily on the case method of instruction and requires a high degree of student participation. Prerequisite: 72.280.

72.283. BUYER BEHAVIOR

The application of behavioral sciences to the understanding of buyer behavior. The influence of particular behavioral concepts such as motivation, personality, learning, perception, attitude, reference and family group on specific areas of consumer-decision making is investigated. Decision processes of both consumer and industrial buyer are studied. A survey of current research findings, and their application to each of the above areas in terms of formulating and implementing marketing strategies is developed. Research methodologies are covered in sufficient depth to assist the student in appraising the validity and usefulness of consumer behavior research. Prerequisite: 72.280 and 72.282.

72.284. ADVERTISING MANAGEMENT I

A study of the role of advertising in marketing, the communication process, the definition of advertising objectives, strategy formulation, budgeting, media selection, copy testing, and evaluating advertising results. Prerequisites: 72.280 and 72.282.

72.285. SALES MANAGEMENT

An exploration of the systematic management of marketing activities, including the coordination of production and sales, product planning, and the administration of sales forces. Prerequisites: 72.280 and 72.282.

72.286. MARKETING INSTITUTIONS

A study of the history and economics of the various institutions through which goods pass between production and consumption. Prerequisite: 72.280 and 72.282.

72.288. CONCEPTS AND TECHNIQUES IN MARKETING RESEARCH

The application of research methodology to the solving of marketing problems, and the application of marketing research to management thinking. The course will consider issues in research design and data analysis. Prerequisites: 72.280, 72.282 and 71.200.

72.289. MANAGEMENT OF THE MARKETING RESEARCH PROCESS

Evaluation of marketing research as an input to solving marketing problems; the use and usefulness of marketing research information to marketing managers; more emphasis on information as input to marketing problems, less on research design and data analysis. Prerequisites: 72.280 and 72.282.

72.290. RETAILING

Primary emphasis is directed to the problems and opportunities facing retail institutions today in a complex and dynamic environmental framework. Modern management methods and tools for interrelating marketing and financial strategies are reviewed and illustrated. Case problems involving policy and procedure planning by firms of all sizes are assigned for analysis and written reporting. Prerequisites: 72.280 and 72.282.

72.291. INDUSTRIAL MARKETING

This course deals with the application of marketing techniques to meet the needs of the producer, re-seller, and government markets. An industrial managerial viewpoint is emphasized and findings from the behavioral and quantitative sciences are used as the foundation for determining a successful marketing mix. Both lectures and case discussions are used to highlight the principles involved. Prerequisites: 72.280 and 72.282.

72.380. DOCTORAL SEMINAR IN MARKETING**Department of Quantitative Methods**

Zeb L. Vancura, Drs. (Econ), *Chairman*

Professor: Chaiho Kim

Associate Professors: Zeb L. Vancura, Norval Pohl

Assistant Professors: Kenneth Pacholke, S. Y. Tsai, Charles Rogers

Lecturer: Robert A. O'Brien, Jr.

71.200. QUANTITATIVE METHODS I

The objective of this course is to provide the student with the fundamentals of statistical analysis applicable to business conditions, using both traditional and modern approaches. Topics include frequency distributions, probability distributions, estimation and hypothesis testing. Prerequisite: 71.293.

71.201. QUANTITATIVE METHODS II

The objective of this course is to acquaint the student with a set of basic concepts in operations research methods and techniques. Prerequisite: 71.200.

71.202. QUANTITATIVE METHODS III

The purpose of this course is to acquaint the student with the basic concepts of the decision theory. The tools and methods studied are applied to a variety of business problems under conditions of uncertainty. Prerequisites: 71.200 and 71.201.

71.204. STATISTICAL RESEARCH METHODS I

Application of statistical methods in research. Topics include multiple regression and correlation and design of experiments. Prerequisite: 71.201.

71.206. SIMULATION FOR BUSINESS DECISIONS

Simulation methods for analysis, design and control of industrial systems. Topics include: feedback control and other techniques of industrial dynamics, random number generation, Monte Carlo methods, and computer simulation studies. The emphasis will be on system modelling for extraction of decision making information. Students are expected to have adequate knowledge of FORTRAN or BASIC programming. Prerequisite: 71.200 and 71.201.

71.207. MANAGEMENT INFORMATION SYSTEMS

The conceptual background and structure of computer-based information systems to provide information and processing support for management and decision functions in an organization. Topics include systems concepts, processing capability, organization and management, decision making and the value of information. The emphasis is on user/system interface rather than hardware/software considerations. Case studies are used and a major term project is required. Prerequisites: 71.200, 71.201, and 71.295.

71.210. OPERATIONS RESEARCH

This course will deal with the basic steps in operations research applications; problem formulation, model construction, data generation, solution techniques, testing models and solutions. Applications of these techniques to some prototype of operations research problems such as inventory management, waiting line, scheduling, resource allocation problems will be studied. Prerequisites: 71.200 and 71.201.

71.211. BUSINESS APPLICATIONS OF MATHEMATICAL PROGRAMMING

This course will explore how the linear and nonlinear programming techniques may be used to solve the different types of managerial decision problems. It is designed to provide the students some realistic experience in formulating and solving mathematical programming problems for business applications. The students will study in some depth the problems which arise in formulating the mathematical models, those which arise in carrying out the numerical solution techniques as well as those which arise in implementing the solutions. Prerequisites: 71.200 and 71.201.

71.212. SPECIAL TOPICS IN MANAGEMENT SCIENCE

This course will explore in great depth one or possibly two important topics in the areas of Management Science and Operations Research. The topics selected will depend on the mutual interests of the students and the instructor. Some of the topics which may be selected for study are the network optimization, integer and combinatorial programming, nonlinear programming, stochastic programming, Markov chains, optimization for large systems, in-

ventory theories, queuing theories, and the game and competitive bidding theories. Prerequisites: 71.200 and 71.201.

71.215. FORECASTING METHODS

The objective of this course is to enable the student to (1) identify analytical methods that are likely to be successful in a given forecasting situation, and (2) evaluate the alternatives in order to select the most appropriate method consistent with data, accuracy and cost considerations. Topics include: time series analysis using moving averages, exponential smoothing, seasonal adjustment, and autoregressive models; forecasts using simple and multiple linear regression; forecasting new product growth; and techniques for evaluating and comparing alternative models. Prerequisites: 71.200 and 71.201.

71.292. MATHEMATICAL ANALYSIS I

The objective of this course is to enable the student to learn algebra (inclusive of matrix algebra), the set theory and the techniques pertaining to the solution of equations. This course is specifically designed for students with little or no background in mathematics and/or for those students in need of review prior to enrolling in 71.293.

71.293. MATHEMATICAL ANALYSIS II

The general purpose of this course is to enable the student to acquire a basic background and understanding of fundamental concepts and manipulations of differential and integral calculus. Prerequisite: 71.292.

71.295. COMPUTER CONCEPTS

Concepts, techniques and problems related to the use of the computer in the solution of business problems. Systematic design of algorithms. Programming using high level languages in both timesharing and batch environment. Elementary data structures and their applications. Prerequisite: 71.292 and 71.293.

71.296. COMPARATIVE STUDY OF PROGRAMMING LANGUAGES

This course examines and compares the most salient features of several widely used, high-level programming languages from the management's point of view. The various environments within which these languages reside are also examined. The topics to be studied in some depth include: operating systems, job control languages and utilities. General purpose high-level languages (FORTRAN, COBOL, ALGOL) and problem oriented languages (RPG, GPSS, and EDITORS). The program development process, structures programming, block structured languages and related concepts. Source program optimization concepts. Applications and case studies. Pre-requisite: 71.295

71.297. THE MANAGEMENT OF DATA

This course examines in depth the concepts and techniques that are useful in the management of large, computer resident data bases. The topics to be studied include: review of historical development of file management systems; file access methods; file structures and programming techniques useful in file access and file management. Data base management concepts and data base models (hierarchical, network, relational). DBMS implementations; data management languages and sublanguages; data dictionaries and data definition languages; queuing languages. Applications and case studies. Prerequisites: 71.295.

COMPUTER LABORATORY (Non-credit)

A short introduction to the computer and its use as a problem-solving tool. Designed for students with no computer background. Covers the essential concepts of computer operation and programming using a timesharing terminal. Introduces the student to the use of a timesharing library. Eight one-hour lectures.

71.300. DOCTORAL SEMINAR IN QUANTITATIVE METHODS

Agribusiness Courses

75.330. PUBLIC POLICY AND THE AGRICULTURAL SECTOR

A study of the effect government policies and programs since 1933 have had on (1) the price structure and competitiveness of agricultural products on the domestic and export markets, (2) agricultural labor through poverty programs, minimum wage and labor law legislation, and foreign-labor contract policy, and (3) on production methods through curtailment of insecticides, etc. Team taught.

75.360. MANAGERS' SEMINAR IN AGRIBUSINESS

This introductory course sets the scope of the work to follow in the agribusiness course sequence. Emphasis is on current issues both in the United States and international agribusiness. Topics include issues in areas such as processing and distribution, financing enterprises, project development, and international trade. A unique feature of the course is that it is taught primarily by members of the Institute's Advisory Board, which is listed elsewhere, along with other top managers from industry, government, and related agencies.

75.362. PROJECT PLANNING

An introduction to those evaluation and planning techniques—such as profit analysis, cost-benefit analysis, linear programming, budgeting—necessary in preparing proposals, financing, and managing agribusiness projects.

75.370 MANAGING THE AGRIBUSINESS ENTERPRISE I**75.371. MANAGING THE AGRIBUSINESS ENTERPRISE II**

A two-sequence capstone course integrating problems of production, marketing, and finance as they relate to management decisions in agribusiness. Cases from agribusiness firms are used to point up the social and legal framework within which management decisions must be made. 75.371 must be preceded by 75.370.

75.380. MARKETING PRODUCTS OF THE AGRICULTURAL SECTOR

Building on the basic marketing and economic courses, the emphasis of this course is on the competitive market structure, the marketing institutions and marketing problems of agricultural products at both the domestic and international levels.

75.381. AGRICULTURAL PRICE ANALYSIS

Principles of price determination of agricultural products, price differences and variability, and pricing institution. Emphasis is placed on empirical analysis involving techniques such as regression. Must be preceded by 12.231.

75.382. COMMODITIES AND FUTURES

An advanced course emphasizing formulation of trading strategies and building models to suit individual needs. Must be preceded by 75.387.

75.385. COMMODITY AND FUTURES TRADING EXERCISE I

An introduction to commodities and futures trading including sources of information, technical analysis, fundamental analysis, hedging, and formulation of a trading plan. Each participant is asked to make daily buying and selling decisions such as speculator in futures contracts for a limited number of agricultural commodities. A computer program provides weekly and cumulative summaries of each participant's performance.

75.386. COMMODITY AND FUTURES TRADING EXERCISE II**75.392. FIELD INVESTIGATIONS I****75.393. FIELD INVESTIGATIONS II****75.394. FIELD INVESTIGATIONS III**

A series of ten trips visiting agricultural supply, production, processing, and distribution firms in California and Mexico. Conferences with managers of firms are emphasized as a basis for analysis of the firms' economic structure and operating procedures.

Public Policy and Social Responsibility

76.265. LEGAL AND SOCIAL ENVIRONMENT OF BUSINESS

The general objective of this course is to enable the student to acquire a working background and understanding of the legal and social climate in which business operates. This requires a conceptual framework for analyzing and interpreting the issues and social forces that make the law and influence the decisions made in business.

76.292. MORAL PERSPECTIVE ON THE POLITICAL ECONOMY

Concentrates on conceptual foundation of government and business, comparative economic systems and selected issues in public policy, business practice and planning in the context of social responsibility and justice.

76.296 MORAL RESPONSIBILITY AND BUSINESS PRACTICE

Examines issues of social justice and responsibility in terms of contemporary business policy and practices.

76.297. BUSINESS ETHICS

A consideration of ethical problems which grow out of business practices; an inquiry into competitive and interpersonal relationships.



Advisory Board/Grad. School of Business in meeting

UNIVERSITY OFFICERS BOARD OF TRUSTEES

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| Timothy J. Healy | 1973-1979 |
| Patrick C. Hefferman | 1974-1980 |
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UNIVERSITY ADMINISTRATORS

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